

## **Operations Manager Care**

### **Grade: 4**

Hanover Scotland Housing Association has an important strategic role within the housing sector in Scotland. We are proud to be a market leader and wish to build on this to provide a stronger integrated approach that addresses our customer needs: today and in the future. This will be achieved through adherence to our values, underpinned by our core competencies and the innovative use of technology to provide higher customer satisfaction.

We need to ensure that we have the right people in the right place to respond quickly to our customers and deliver a high quality, cost effective service that meets our strategic objectives. We are seeking senior managers who have strong managerial and leadership skills to help us position the organisation at the forefront the sector.

Can you say yes to the following?

- Are you constantly looking at the customer journey to find smarter ways of meeting customer needs?
- Have you the ability to view and analyse your service through the eyes of the customer?
- Do you demonstrate strong people management skills and can build collaborative working relationships based on honesty, compassion and integrity?
- Can you break down barriers and build bridges through integration of staff and services?
- Are you a high performing manager?
- Have you delivered a service that is strong, affordable, viable and successful?
- Are you creative and innovative in finding sustainable solutions to problems?
- Do you have a critical eye to seek simple solutions?
- Can you contribute and work within a high performing team?
- Have you the ability to lead, manage and develop the capability of a team to respond to changing customer expectations?
- Are you enthusiastic, positive about change and people centred?

**If you have answered yes to the above and are still excited about this post, read on...**

**Job Title: Operations Manager - Care**

**Location: To be agreed**

**Responsible to: Care Manager**

### **Key Job Purpose**

You will be a senior member of the Care Strategic Business Unit (SBU) management team, contributing to the achievement of the SBU's objectives through your proven management abilities. The Care SBU forms part of the Customer Services Department at Hanover.

You will contribute to the development and operation of the SBU which includes Hanover's Very Sheltered, Housing with Care and related housing stock, Care at Home, and Day Care services and for any new areas of work in relation to care and support.

### **Key Accountabilities/Responsibilities**

You will be able to produce outcomes that enable Hanover to achieve its purpose of delivering 'Simple solutions for life: helping older people to feel safe and secure at home and to live fulfilling and independent lives.'

Take the action necessary to fulfil Hanover's six commitments:

1. we will provide well designed, well maintained, affordable, warm, modern housing;
2. we will find simple and practical solutions that make a real difference to the lives of our customers;
3. we will build positive and lasting relationships with our customers and stakeholders;
4. we will aim to exceed our customers' expectations and to provide high quality personalised services that enhance their quality of life;
5. we will be creative and will continually look for new ways of working which add value and develop our people; and
6. we will be passionate about housing and support, which are at the heart of an active, healthy and connected community.

### **Performance Management**

Develop a performance culture which is underpinned by a strong, personal performance motive and belief in continuous improvement.

Deliver business objectives through performance management to improve service delivery.

Deliver robust performance reporting and action plans where improvements are required.

Maintain and monitor key performance indicators to allow business objectives to be measured and monitored.

Produce performance reports using critical analysis to a high standard.

Implement systems and tools for performance results to be actively scrutinised and acted upon.

Maintain up to date knowledge of regulatory and statutory requirements pertinent to your SBU.

### **Business Analysis and Finance**

Have a good understanding of different dimensions of business issues, manage risks and reach informed decisions.

Formulate, manage effectively and regularly monitor operational budgets income and expenditure, taking corrective action at an early date, identifying and acting on significant patterns and trends where necessary and reporting any financial risk to the Care Manager.

### **Resource Management**

Ensure people resources, within your operational responsibility, are well coordinated and employees are managed in an effective and consistent manner.

Match resource capability and capacity to need. Monitor standards and consistency of practice within your operational sphere., so they are carefully planned, providing inherent strength whilst maintaining flexibility.

Contribute to ensuring the SBU structure is robust, flexible and responsive to changing customer expectations.

Within the Care Management team contribute to delivering systems and processes in the SBU that are designed to deliver the most effective and efficient customer centred service.

Use LEAN<sup>1</sup>/simple techniques, including the philosophy of 'first time fix', and other applications to improve the journey for customers and staff.

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<sup>1</sup> LEAN - a management philosophy derived mostly from the Toyota Production System renowned for its focus on reduction of waste

### **People Management**

Line manage a team of managers and employees and ensure work is carried out in an effective and consistent manner that meets targets and is consistent with Hanover's values and competencies.

Ensure your team link and work effectively within the SBU.

Ensure your team follow HR policies and best practice in all aspects and processes of people management including Recruitment, Induction, Employee Performance Review (EPR), Capability, Disciplinary and Sickness Absence procedures

Support, develop and coach your team through the Employee Performance Review process.

Promote strong collaboration in balanced complementary teams from across the SBUs in the organisation.

Provide feedback to staff within your team and proactively recognise and acknowledge excellent work and encourage continuous improvement.

### **Relationship Management**

Develop and be responsible for strong working relationships within the SBU and, in your team, with colleagues across the Association to ensure collaborative, cross functional working. This is to ensure the whole of Hanover's capability is accessed and used to its maximum.

Lead and encourage engagement and consultation by your team with stakeholders in line with Hanover's values.

Develop professional and collaborative working relationships with peer organisations, regulators, suppliers and other third party organisations, within your operational sphere, where required to further the objectives of the SBU.

Take personal responsibility for your own personal development and in consultation with you're the Care Manager, ensure it is appropriate and adequate to help you discharge your responsibilities and grow in your job

## **Functional Responsibilities**

### **1. Business Planning and Control**

- 1.1. To contribute to, in coordination with the Care Manager, the development, of a robust and Business Plan for the operation and development of the Care SBU.
- 1.2. To be accountable for the successful delivery of your teams contribution to the Care SBU Business Plan.
- 1.3. As delegated by the Care Manager, to prepare reports for the Director of Customer Services, Board, and Chief Officer meetings on progress with the delivery of the SBU's Business Plan and any other relevant matter as instructed by the Care Manager.
- 1.4. To contribute to the development and regular review of the strategic objectives for the SBU.
- 1.5. To ensure that your team operates within all relevant statutory and regulatory frameworks.
- 1.6. To identify any significant risk and change as required, reporting key issues to the Care Manager and ensuring that the Care Manager is properly advised about the impact of all proposed, impending or actual events in your operational sphere of the SBU which may have an impact on the department and service delivery.

### **2. Care, housing management, housing support, and related services**

- 2.1. To manage the Very Sheltered Housing (VSH), Housing with Care and related housing stock, Care at Home and Day Care Services operated by Hanover (Scotland) and the development of new business activities in these areas within your defined operational responsibility.
- 2.2. To give guidance and support to your staff in the areas of Care Inspectorate Inspection and Scottish Social Services Council requirements.
- 2.3. As delegated by the Care Manager, to liaise on behalf of the Association with key bodies such as the Care Inspectorate, Scottish Social Services Council, Housing Support Enabling Unit, Community Care Providers Scotland on statutory, regulatory and policy issues.
- 2.4. To have operational responsibility for the provision of food to customers in your operational sphere.
- 2.5. To contribute to the drafting and updating policies relating to the care and food provision activities Hanover undertakes as directed by the Care Manager.
- 2.6. To ensure that care and support services are delivered to the Care Inspectorate's inspection standards and in accordance with the Scottish Social Services Council Code of Practice for Employers of Social Services Workers within your operational sphere
- 2.7. Support the Care Manager in assessing the impact of national policy and legislation in relation to the SBU's areas of operation; to participate in the development of the Association's strategic direction and support the Care Manager in developing appropriate guidance and policy.

- 2.8. To support the Care Manager in developing expert knowledge and give guidance and support in the areas of care services to the SBU staff and ensure consistency in approach.
- 2.9. As delegated by the Care Manager, attend essential forums in the development of care and housing support services and to coordinate the implementation of any resulting necessary changes.
- 2.10. To support the Care Manager to ensure management arrangements are in place for continuous improvement and to minimise risks in relation to the regulation of housing support and care services.
- 2.11. To support the Care Manager in drawing up advice on procedures for individual care assessments and Housing Support Plans.
- 2.12. Within your operational sphere and as directed by the Care manager, coordinate management and organisational arrangements for catering services ensuring continuous improvement and to minimise risk.
- 2.13. As part of the Care Management team, develop and support financial arrangements with partnership agencies to facilitate the effective management of care initiatives.
- 2.14. To ensure consistency in approach within your team and that staff are effectively managing care services, such as contracting, and that action plans from inspection audits are complied with.
- 2.15. To contribute to research and user surveys in order to inform strategy, policy and practice in service design.
- 2.16. To ensure that housing management services, you are responsible for, are delivered in accordance with the Scottish Housing Regulator's performance standards.
- 2.17. To achieve key performance indicators and ensure the required standards with regard to housing applications and allocations, rents, voids and arrears with a view to maximising income and minimising loss.
- 2.18. To work with the Care Manager and Performance Manager to actively measure owner/customers satisfaction levels, developing action plans to improve performance. Use benchmarking information to assess and help drive service quality improvements.
- 2.19. To ensure the proper application of duties and obligations set out in tenancy agreements, management agreements, leases and equivalent provisions.
- 2.20. To contribute to the exploration of options for transitioning services funded by Housing Support to sustainable income streams through collaborative negotiations with Local Authorities and other key stakeholders.
- 2.21. To ensure that properties and grounds are kept in a good condition. This will be achieved via the development of good working relationships with the Asset Management Department.
- 2.22. To ensure that services are provided viably in accordance with the terms and conditions of contracts and service level agreements.
- 2.23. To ensure good delivery of customer engagement and consultation and their incorporation into everyday practice.

- 2.24. To assist in the resolution of customer complaints and disputes ensuring that they are dealt with effectively and that learning points from them are used to improve service delivery.
- 2.25. To ensure that advice on welfare and housing-related benefits is provided for customers.
- 2.26. To ensure that all ICT (information & communications technology) and other systems are used appropriately and in line with data protection standards, to support the business.
- 2.27. To ensure that (in addition to customer satisfaction levels), all other areas of your operational activity achieve satisfactory standards of performance, for example, policies, procedures and practice, that these are monitored and improvements made to achieve quality assurance.
- 2.28. Where appropriate, to act as branch manager in respect of services registered with the Care Inspectorate.

### **3. Corporate clients**

- 3.1. As delegated by the Care Manager, to manage the Association's liaison with local authorities, health boards and other commissioners of services in the post's operational sphere and develop good working relationships, with a view to:
  - 3.1.1. ensuring that the terms and conditions of contracts are clear, deliverable by the Association, adhered to by the parties, viable and within acceptable levels of risk;
  - 3.1.2. negotiating contracts;
  - 3.1.3. identifying, assessing and pursuing new business opportunities.
- 3.2. To promote and evidence the Association's ability to be a business partner of choice for service commissioners.
- 3.3. To ensure that all your staff are able to undertake effective customer liaison with corporate clients.
- 3.4. To keep up to date with new and emerging legislation, regulations and practice requirements and as delegated by the Care Manager, engage with key organisations eg CCPS, JIT etc, to help develop an up to date knowledge base to inform service design and delivery.

### **4. Property development and Asset Management**

- 4.1. As delegated by the Care Manager, to liaise with local authorities, joint planning authorities and other agencies and the Association's Asset Management department regarding local housing strategies, locality planning and other service needs in your operational sphere.
- 4.2. Participate as an equal partner to the property and service design brief and development for new properties you will be operational manager for; provide the most appropriate staffing and financial model prior to taking the site into management.
- 4.3. Participate as an equal partner in the design, delivery and management in relation to landlord services you are responsible for, before major planned works commence,

ensuring that the service operates with minimum disruption for customers.

## **5. Financial Viability**

- 5.1. Preparation of budgets, reporting using management accounts and monitoring performance to ensure costs are controlled, all income is received and key performance indicators are met.

## **6. Technology and Innovation**

- 6.1. As a member of the Care Management Team monitor that the systems in place are able to deliver the agreed service and to capture and record and report information (such as customer records) electronically promptly and accurately and support the Care Manager in delivering effective reporting by accessing and interrogating database information.
- 6.2. To ensure that your staff receive effective training in Information Communication Technology (ICT) (in liaison with the ICT SBU).

## **7. General management**

- 7.1. To contribute, as part of the wider Care SBU management team, to the evaluation and updating of policy, procedure, practice and quality standards and ensure delegated objectives are achieved.
- 7.2. As part of the Care Management Team support the Care Manager to ensure that the SBU operates in accordance with relevant legislation, the Association's objectives and the application of key performance standards and indicators.
- 7.3. To report to the Care Manager all significant risks to business continuity and apply remedial measures within own authority and as instructed.
- 7.4. To regularly review and update procedures as required, ensuring that they link to other elements of the service eg frontline staff.
- 7.5. To make recommendations to the Care Manager on the contents of a best practice manual.
- 7.6. Ensure that your staff follow procedures as part of their best practice manual.

## **8. Staffing**

- 8.1. To be responsible for all staff reporting directly and indirectly to the post.
- 8.2. To be responsible for the application of staffing arrangements including recruitment, probation, appraisal/supervision and development, absence management, performance, discipline and grievance.
- 8.3. To maintain and develop productive relationships with staff, ensuring that they are satisfactorily supported in their roles.
- 8.4. To ensure that good arrangements are in place to ensure clear and effective communication with staff noting particularly the dispersed nature of the workforce.
- 8.5. To develop good collaborative working with the other managers in the SBU providing support to them if required. This might include the provision of staff to support the operations of their service in emergency situations.



8.6. To ensure that staff receive effective training in coordination with the Learning and Development and ICT training teams.

**9. Health Safety and Wellbeing at Work and Environmental**

9.1. To discharge all specific duties allocated to the post in the Policy on Health, Safety and Wellbeing at Work and as otherwise instructed.

9.2. To ensure that responsibilities for Health, Safety and Wellbeing at Work delegated to reporting staff are understood and applied.

9.3. To ensure that Cooksafe (food safety and hygiene) provisions are implemented in all catering services you are responsible for.

**10. Other Duties**

10.1. To participate in Hanover's on call rota and to be available in emergency situations that may arise in relation to SBUs services and staff to ensure continuity of service delivery.

10.2. To assist the Care Manager in ensuring that robust business continuity arrangements are in place for the services delivered by the SBU

This job description is a broad description of the post at this stage of Hanover's reorganisation. It is not an exhaustive list of all possible duties and it is recognised that as the environment changes jobs will also change. The postholder will be required to carry out any other tasks to the same level that is necessary to fulfil the requirements of the role including deputising for the Care Manager when required and undertaking other duties as may be required by the Care Manager.

## Person Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Experience</b>	<p>Evidence of relevant experience at Senior Management level of this type of service.</p> <p>Evidence of delivering significant business objectives to meet or exceed performance objectives.</p> <p>Management motivation and development of staff</p> <p>Budgetary experience, managing major budgets across different cost centres.</p> <p>Contract negotiation and management.</p> <p>Working with regulatory authorities</p>	<p>Re-modelling existing and designing new services</p> <p>Carrying out public relations and service marketing within job remit.</p>
<b>Education, Qualifications and Training</b>	<p>Degree level or similar qualification or comparable level of experience.</p> <p>Registration with the Scottish Social Services Council, or other relevant body, allowing the postholder to work as a Manager of Housing Support Services.</p> <p>Possession of a current, full, (preferably) clean driving licence.</p>	<p>Full membership of a relevant professional body.</p>
<b>Skills/ Knowledge</b>	<p>Evidence of successfully leading staff team/s and others to achieve objectives</p> <p>Evidence of an ability to plan for and deliver change well</p> <p>Evidence of an ability to represent and lead the Association's interests with other organisations, including contract negotiations and management</p> <p>Influencing, consultation ,negotiation and conflict resolution skills</p> <p>Demonstrate strong, persuasive and effective communication ability at all levels</p> <p>Customer services skills applied to corporate and individual clients</p> <p>Strong analytical skills..</p> <p>Maximising quality, efficiencies and effectiveness</p> <p>In depth knowledge of housing, care and</p>	<p>Experience of dementia care</p>

	<p>related services</p> <p>Direct experience of running care services.</p> <p>Experience running twenty four hour services</p> <p>Flexibility to work well in different challenging environments including critical incident management</p> <p>Familiarity and advanced use of standard desktop ICT systems (eg MS Office).</p> <p>Experience of using and interpreting data, including systems relevant to the role.</p>	
<p><b>Personal Attributes</b></p> <p><b>Ethics based values</b></p>	<p>Take responsibility</p> <p>Assume corporate responsibility</p> <p>Have a keen regard for social responsibility</p> <p>Behave honestly at all times</p> <p>Have a concern for quality</p> <p>Strive for excellence</p> <p>Empathise with the customer along their journey</p> <p>Be professional at all times</p> <p>See continuous self-development as important</p> <p>Be a model of integrity</p> <p>Be emotionally intelligent</p> <p>Be expressive, creative and innovative</p> <p>Lead by example and become a role model</p> <p>Demonstrate courage in making decisions and challenging where appropriate</p> <p>Enable and empower others</p> <p>Adopt transparency in your approach</p> <p>Challenge wrongdoing and enlist appropriate support</p> <p>Increase your knowledge of ethics at work</p> <p>Treat colleagues as you would like to be treated</p> <p>Demonstrate professionalism and mutual respect</p> <p>Exhibit patience and a courteous approach even when faced with challenges</p> <p>Support others to be their best</p> <p>Demonstrate willingness to change</p> <p>Avoid a blame culture and look for win-win solutions</p>	

	Value all members of the team as individuals Seek help and guidance if things are not going to plan
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<b>Core Competencies</b>	
<b>Customer focus</b>	Customer focus is the commitment to putting customers first and deliver a consistently high quality service.
<b>Working effectively with others</b>	Work co-operatively with colleagues, internal and external customers to deliver services and outcomes. Treat others with respect. Share ideas, knowledge, skills and resources.
<b>Communicating Clearly</b>	Effectively communicate appropriate information and knowledge appropriate to the customer needs.
<b>Dealing with Change</b>	Continue to work effectively despite changes to tasks, roles, customers and the environment. Be positive, adaptable and flexible to change and support others through the process.
<b>Taking Personal and Corporate Responsibility</b>	Demonstrate understanding of and commitment to the organisation and its vision and values. Take responsibility for own behaviour within Hanover's values.
<b>Delivering Results</b>	Deliver the required high quality services and results within the agreed timescale. Be creative and practical in developing new ways of working to achieve outcomes.
<b>Management Competencies</b>	
<b>Managing Performance</b>	Managers build and sustain high performance teams to deliver quality services. Are creative and practical in developing new ways of working and staff are adaptable and flexible.
<b>Leading a Team</b>	<p>Leadership is the clear setting of goals and objectives linked to the organisation's vision and the ability to communicate these.</p> <p>It is about motivating, encouraging, supporting and inspiring others to meet the goals. Leaders develop confidence and capability in others and assist them to realise their full potential.</p>
<b>Developing Others</b>	Managers develop confidence and capability in others and assist staff to realise their full potential. It includes coaching and other activities designed to further individual development to meet an

	organisational need.
<p>These are key competencies, personal attributes and responsibilities used for recruitment to this post. Once in the role, the Senior Manager will be assessed against all the competencies and performance standards used in the Employee Performance Review process.</p>	